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A Plan For Army Safety Excellence

U.S. ARMY SAFETY CENTER

October 1986

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UNITED STATES ARMY
THE CHIEF OF STAFF

TO ALL MAJOR COMMANDS AND STAFF AGENCIES

9/19/86

The Army has just completed its first year of the five-year SafeArmy 1990 Plan, and we can be justifiably proud of our accomplishments. We are a safer Army, but much remains to be done. In May 1986, representatives of Major Army Commands met to find even better ways to improve safety in today's Army. This revised SafeArmy 1990 Plan, FY 87-91, builds on the momentum we achieved in FY 1986 and enhances the prospects for success in the future. Our goal -- Army safety excellence -- remains unchanged.

Support SafeArmy 1990 and implement definitive plans to accomplish the key actions that are assigned. An important measure of success for this year's program will be the Army-wide achievement of the Presidential and Secretary of Defense goals for accident reduction. This revised SafeArmy 1990 Plan, FY 87-91, must serve as the guide for the implementation plans of Major Army Commands if we are to achieve the coherence and direction needed for an effective Army safety program.

Nothing we do in peacetime or in war warrants the unnecessary risk of life or limb. SafeArmy 1990 offers our best hope for conserving materiel and protecting the most precious resource entrusted to us -- our people.

JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

SafeArmy 1990

Excellence is the only acceptable standard for Army accident prevention programs. SafeArmy 1990 is the Army's roadmap to that goal.

Introduction. Fiscal year 87 is the second year of SafeArmy 1990, a 5-year plan for Army safety excellence. The effectiveness of this plan was proven by significant improvements in program management and accident prevention in several key areas Armywide in FY 86. The plan presented here also covers 5 years, FYs 87 through 91.

The basis of this year's SafeArmy 1990 plan remains the same as last year's—safety program support of total Army goals. Each of the seven Army goals has a supporting safety goal, and key actions have been identified to accomplish each supporting safety program goal. Each key action has been assigned to a major command or Army staff agency. In some cases, a key action is assigned to "Operational MACOMs." This term refers to those MACOMs whose primary mission is conducting combat operations or combat training: USAREUR, EUSA, FORSCOM, WESTCOM, and TRADOC. In other cases, a key action is assigned to more than one action agent. The action agent listed first is the lead action agent and will determine the manner and method of accomplishing the key action. The lead action agent will coordinate the role of the other action agents.

Implementation. Each major command and Army staff agency with key action responsibilities assigned under this plan will develop a definitive implementation plan for accomplishing assigned FY 87 key actions. The implementation plan must describe exactly what will be done, who will do it, starting date, ending date, and appropriate milestones.

A definitive implementation plan will also clarify how it will be managed and resourced. The plan itself provides the administrative management guidelines for accomplishing the key actions and will reveal whether and what additional resources will be required for each key action. If a key action requires additional resources such as funding, the action agent should program them into the budget. Milestones for accomplishing a given key action may have to be adjusted based on availability of resources. In addition, budget planning for key action accomplishment beyond FY 87 should begin in FY 87.

The key to success is timely development of implementation plans because they are critical to further progress on FY 87 key actions.

Readiness

A total Army prepared for the "Three Days of War": day one—deter through readiness, day two—fight and win, day three—terminate favorably.

Supporting Safety Goal

The safety program is completely integrated in Army tactical readiness training and contingency operations as a key resource conservation asset.

Measures of Performance

1. All significant risks in combat training operations are detected and evaluated. Risks are resolved as fixes or risk decisions.

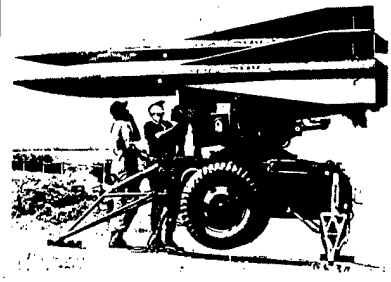
2. Unnecessary safety restrictions (i.e., those whose burden exceeds their benefit) in combat training are eliminated.

3. New doctrine is evaluated for risk implications, and controls are established or risk decisions made.

4. Effective published procedures exist for the conduct of accident prevention activities in combat training and wartime.

	Key Actions	Action Agent
1987	**Policy and Guidance**	
	R-1. Coordinate and staff draft operational procedures for safety in combat operations.	USAREUR/FORSCOM/ EUSA
	R-2. Eliminate inconsistencies in DA guidance; i.e., AR 5-3, AR 600-8, DA Pam 570-553, and manpower standards.	DCSPER/USASC
	R-3. Incorporate risk management matrices into training and leadership courses.	TRADOC/USASC
	R-4. Publish an investigation guide for ground accidents.	USASC
	Resource Program/Planning	
	R-5. Develop staffing plan for safety professionals in tactical organizations and contingency operations.	DCSPER/USASC
	R-6. Continue the Model Division Safety Program Test (ADAPT2).	USASC/FORSCOM/ Fort Hood
	R-7. Improve unit safety officer effectiveness by ensuring requirement for appointment of and standardization training for unit safety personnel and developing a standardized exportable training package for unit safety personnel.	USASC
	R-8. Identify safety positions to manage explosives safety for program elements (both peacetime and mobilization resources).	MACOMs/USASC
	Risk Management	
	R-9. Continue application of risk management techniques to selected combat training.	Operational MACOMs
	R-10. Publish a tactical risk management guide for leaders (Safe Army Now).	USASC
	R-11. Accomplish risk assessment and apply risk management techniques during all FTX/JTX planning.	Operational MACOMs

	Key Actions	Action Agent
1988	• Evaluate results of the model division safety program test (ADAPT2).	USASC/FORSCOM
	• Approve an operational concept for safety in contingency operations. Develop an implementation plan.	HQDA/Operational MACOMs
	• Refine and expand application of risk management techniques.	MACOMs
1989	• Expand application of the model division test results (at least three divisions) to include resolution of staffing issues.	USAREUR/EUSA
	• Ensure risk management is a routine part of combat training.	Operational MACOMs
	• Expand accident reports to include risk management data.	USASC
1990	• All divisions (active and Reserve components) use model division procedures.	Operational MACOMs
1991	• Continue application.	MACOMs/USASC



Materiel

A total Army equipped and sustained to win any land battle.

Supporting Safety Goal

The safety program is completely integrated in the combat development, materiel development, and testing process. Hazards associated with the design, manufacture, test, use, maintenance, or disposal of Army systems are identified and tracked throughout the system's life. Informed risk management decisions are made by appropriate level authority at system milestone reviews.

Measures of Performance

1. Project managers charter and use system safety working groups in controlling hazards in major developmental and fielded systems.

2. The materiel developer provides comprehensive and timely risk assessments for each system milestone review. The materiel developer documents risk management decisions at the milestone review and tracks associated taskings from the milestone review authority until each issue is closed.

3. All project managers and selected personnel involved in testing, combat developments, and HQDA system management receive system safety training.

4. The materiel developer for all systems identifies and tracks hazards throughout the system life.

5. Procedures and compatible data bases exist to ensure that lessons learned from predecessor systems are incorporated into new system designs. The materiel developer, aided by the combat developer, applies these lessons in the conceptual and subsequent development phases of new systems. (continued on next page)

	Key Actions	Action Agent
1987	**Combat Development and Concept Evaluations**	
	M-1. Integrate system safety into doctrine and combat development process.	TRADOC
	M-2. Implement system safety evaluations as part of major concept evaluation programs.	TRADOC/ADEA
	Materiel Developments	
	M-3. Initiate system safety program for in-house and contracted basic research (6.1 and 6.2 funds) and technology demonstrations (6.2 and 6.3a funds).	AMC
	M-4. Implement procedures to ensure that Army representatives to DSARCs are fully aware of Army-unique system safety issues concerning major joint service development programs.	DCSPER
	M-5. Implement system safety as a required issue within HQDA and materiel developer reviews of off-the-shelf procurements.	AMC/USASC
	Test and Evaluation	
	M-6. Develop criteria to establish levels of safety testing required for nondevelopmental items.	AMC/USASC
	M-7. Develop comprehensive safety release policy and procedures for operational and developmental testing during all phases of the acquisition life cycle.	AMC/TRADOC/ADEA
	Program Integration and Training	
	M-8. Implement procedures to document results of risk management decisions at ASARC, DA IPR, and HQDA materiel release reviews.	DCSRDA/USASC
	M-9. Develop DA policy for intensive system safety management of critical systems.	USASC
	M-10. Establish procedures to familiarize key acquisition management personnel (PMs and TSMs) with system safety principles.	AMC/TRADOC

	Key Actions	Action Agent
1988	• Provide system safety training within all courses of instruction at the ALMC School of Engineering and Logistics.	AMC
	• Develop an exportable system safety training package tailored to individual MACOM requirements.	USASC/MACOMs
	• Implement DA intensive system safety management policy for selected critical systems.	AMC/TRADOC
	• Publish DA policy for system safety application to facilities.	USACE
	• Fully integrate system safety into basic research programs for new technology.	DCSRDA/AMC/SDC
	• Integrate the concept and effects of acquisition streamlining into courses of instruction for system safety personnel.	USASC/AMC
	• Include end user representation on the Technical Integration Steering Committees.	AMC/TRADOC
	• Develop procedures to improve user reporting of equipment shortcomings and deficiencies.	AMC/TRADOC/ Operational MACOMs
	• Identify user needs for safety data and existing data bases that meet these needs.	USAISC
1989	• Develop generic safety-related test issues and criteria for typical systems to be used as guides for future testing.	TRADOC
	• Develop a plan to consolidate existing safety data bases. This includes regulations, standards, and reports.	USAISC/USASC
1990	• Fully integrate the total safety, human factors, and health hazard assessments into continuous comprehensive evaluation of selected systems and facilities.	OTEA/TRADOC/ FORSCOM/USACE/ AMC
1991	• Implement the safety data base consolidation plan.	USAISC

Measures of Performance

6. All product improvement proposals which will result in elimination of significant hazards (e.g., catastrophic, frequent) are either fully funded or the acceptance of risks resulting from disapproved proposals will be documented as part of the general officer rationale for disapproval.

7. All engineering change proposals (ECP) have a risk assessment included in the formal ECP data package, and the minutes of the configuration control board meeting document that the risk assessment was considered in the resulting ECP decision.

8. System safety is included as a regular agenda item at all system milestone reviews, including HQDA ASARC and IPR meetings, materiel developer IPRs, and materiel release reviews.

9. Whenever possible, quantifiable user safety needs are included in all system requirement documents by the combat developer.

10. System safety is included as a regular test issue in all major user test programs.

11. System safety is included by the materiel proponent as a mandatory issue for the market survey on all off-the-shelf procurements.

12. Procedures exist for the review and evaluation, on an annual basis, of the implementation by MACOMs of DA-level recommendations from accident investigation boards.

Deployability

A total Army ready to deploy anywhere in the world with transportation assistance.

Supporting Safety Goal

Safety considerations are integrated in deployment plans and operational procedures, especially those related to prepositioning and deploying of explosives, POL, equipment, and troops to minimize accidental losses and mission disruption.

Measures of Performance

1. Deployment plans have been reviewed for significant hazards, and fixes have been applied for risk decisions made.

2. The hazards associated with prepositioned materiel—especially sensitive explosives, chemical, and POL stocks—have been assessed, and fixes have been applied or risk decisions made.

3. Army explosives safety waivers are periodically reviewed, and only essential waivers are approved after full evaluation of options.

	Key Actions	Action Agent
1987	**Policy and Guidance**	
	D-1. Develop a commander's safety handbook for safety in deployment operations.	EUSA/USAREUR/ FORSCOM
	D-2. Publish/automate all safety requirements for exercises.	USAREUR/USASC
	D-3. Develop a squad leader's safety handbook for field exercises.	USAREUR/FORSCOM/ USASC
	D-4. Identify need for transportation waivers of TM 38-250 in operational plans to support deployability and obtain approval in advance.	MACOMs/USASC
	D-5. Initiate a study to determine if the level of safety and occupational health protection changes during periods of extended deployment.	USASC/FORSCOM/ TRADOC
	D-6. Distribute commander's safety checklist that provides safety guidance and references for deployment tasks.	USASC
	D-7. Develop a computer-aided tracking system for corrective actions on findings of the DOD Explosives Safety Board.	USASC
	D-8. Develop one comprehensive explosives safety regulation that incorporates the current ARs 385-26, -60, -64, and -65 and requirements of TM 9-1300-206.	USASC
	D-9. Develop policy for deployment of safety personnel in contingency operations.	DCSPER/DCSOPS
	Risk Management	
	D-10. Establish risk assessment documentation criteria for explosives safety waivers and exemptions.	USASC/MACOMs
	D-11. Explore use of containment shelters for uploaded tank units.	USASC/TRADOC/ FORSCOM/USAREUR
	D-12. Develop an automated explosives hazard classification data bank.	AMC/USASC
	D-13. Accomplish risk assessment of ammunition upload and forward deployment procedures.	USAREUR/AMC
	D-14. Initiate risk control projects for deployment scenarios; e.g., for weapons, ammunition, and equipment.	MACOMs

	Key Actions	Action Agent
1988	• Ensure proper documentation of explosives safety deficiencies requiring an exemption.	MACOMs/USASC
	• Initiate risk control projects.	MACOMs
	• Develop videotapes that focus on deployment safety; e.g., ship and rail on- and off-loading, environmental safety, etc.	USASC/TRADOC
	• Conduct test to determine the level of change in safety and occupational health protection during extended deployment.	USASC/FORSCOM
1989	• Develop a computer-assisted 1-hour site plan review for new construction plans related to ammunition and explosives.	USASC/MACOMs
	• Initiate risk control projects.	MACOMs
1990-91	• Initiate new risk control projects.	MACOMs

Professionalism

A total Army composed of military and civilian professionals loyally serving their nation in rewarding careers.

Supporting Safety Goal

Military and civilian safety professionals possess the skills needed to meet the Army's needs and the dedication to excel in their jobs.

Measures of Performance

1. Army safety program needs for specific types and numbers of personnel and expertise have been forecast at least 10 years ahead.

2. Provisions have been made to recruit, train, and place quality personnel in the numbers required to meet program needs.

3. Safety professionals are provided the training needed to expand their capabilities and meet the Army's needs.

4. An executive development group (EDG) composed of high-potential careerists is identified and intensively managed to realize that potential.

	Key Actions	Action Agent
1987	**Policy and Guidance**	
	P-1. Determine whether ASARS should be implemented as a permanent referral system.	USASC/MACOMs/ CIVPERCEN
	P-2. Revise chapter 12, AR 690-950.	USASC
	P-3. Determine the need for DA standard job descriptions for key positions in the Safety and Occupational Health Management series.	USASC/MACOMs/ CIVPERCEN
	P-4. Develop a basic safety office reference list.	USASC/MACOMs
	P-5. Develop and publish guidance on consolidation of aviation, ground, and explosives safety and placement of the safety manager in organizations not covered by AR 5-3.	DCSPER/USASC
	Resource Program/Planning	
	P-6. Implement key safety position program.	USASC/MACOMs
	P-7. Develop a modular standard organizational structure down to branch level for installation safety offices.	DCSPER/USASC
	P-8. Develop a realistic staffing guide that adequately addresses all Army safety functions and organizations.	DCSPER/USASC
	P-9. Conduct a management review of the Army safety organization with emphasis on the location, organization, and command of Army Safety Center.	USASC
	Training	
	P-10. Continue expansion of the career intern program.	USASC/MACOMs/ CIVPERCEN
	P-11. Search for full range of professional development training capable of meeting all Army needs.	USASC
	P-12. Ensure 50 percent of required safety personnel complete explosives training.	MACOMs /USASC
1988	• Ensure full-scale intern program operations.	USASC/MACOMs
	• Introduce and evaluate specialized executive development training.	USASC
	• Ensure 90 percent of required safety personnel complete explosives training.	USASC/MACOMs
1989-91	• Continue program application.	USASC

Leadership

A total Army whose leaders possess the highest ethical and professional standards committed to mission accomplishment and the well-being of subordinates.

Supporting Safety Goal

Army leaders at all levels possess the skills and motivation to lead safe units, including the skill to balance mission demands in training and materiel development with the overall safety of soldiers. The commitment to well-being extends to the families of soldiers and employees.

Measures of Performance

1. Essential skills for effective safety leadership have been identified and integrated in Army leader training.

2. Army leaders consistently use formal risk management techniques when confronted with difficult decisions which involve balancing mission versus safety.

3. The Army conducts cost-effective family and community safety programs to enhance the quality of life of the Army community.

	Key Actions	Action Agent
1987	**Policy and Guidance**	
	L-1. Develop concept for Branch Safety Managers at each TRADOC Center/School.	TRADOC/USASC
	L-2. Establish MACOM-level safety and occupational health councils/boards to resolve MACOM policies, procedures, guidance, and issues.	MACOMs
	L-3. MACOM commanders ensure leaders below brigade level become more involved in safety.	MACOMs
	L-4. Expedite fielding of the revised AR 672-74.	USASC/ACSIM
	Training	
	L-5. Initiate essential safety skill training in all officer and NCO schools.	TRADOC
	L-6. Develop a leader safety awareness orientation kit for new unit leaders.	USASC/TRADOC
	Risk Management	
	L-7. Extend tailored risk management training to all company grade officers and E7 and above NCOs assigned to TO&E units.	MACOMs
	L-8. Develop risk analysis procedures (simple model).	NGB/USASC/AMC
	Media Promotions	
	L-9. Establish and implement an Army leader safety week.	HQDA/MACOMs/ USASC
	L-10. Promote "sixth sense" of safety (media promotion campaign).	USASC
	L-11. Continue SMA NCO safety campaign to raise safety awareness level of leaders and first-line supervisors.	USASC/SMA/ MACOMs
1988	• Complete integration of safety skill training in all TRADOC schools for all leaders.	TRADOC
1989-91	• Continue program application.	USASC/MACOMs

Innovation

A total Army sensitive to innovative approaches to accomplish its mission.

Supporting Safety Goal

The safety program systematically develops or finds innovative loss control concepts and applies them to Army needs.

Measures of Performance

1. Public and private centers of safety excellence are routinely monitored to detect concepts and procedures of value to the Army.

2. Army Safety Program problem areas and stress points are detected and innovative solutions systematically sought.

3. Field successes are detected and promulgated Armywide.

	Key Actions	Action Agent
1987	**New-Start Programs**	
	I-1. Initiate an Army Safety Advisory Board drawn from centers of excellence.	USASC
	I-2. Monitor public and private centers of excellence in the safety field.	USASC
	I-3. Research interactive video safety training concepts.	TRADOC/USASC
	I-4. Each MACOM develop and test at least one innovative accident prevention program.	MACOMs/USASC
	I-5. Formalize procedures and funds to implement breakthrough ideas.	USASC/MACOMs
	I-6. Study feasibility of satellite televideo conferencing.	USASC
	I-7. Test feasibility of model family safety programs. Implement phased program.	USASC/TRADOC/ FORSCOM/Other MACOMs
	I-8. Initiate aviator human-error accident research to identify behavioral predictors/ profiles and control measures.	DCSPER/TRADOC/ USASC
	I-9. Determine feasibility of charging MACOMs for their portion of civilian injury claims.	COA
	Shared Field Successes	
	I-10. Implement the safety information bank for sharing effective field ideas.	USASC
	I-11. Continue to identify and exploit field innovations.	USASC
	I-12. Exploit Model Installation Programs to improve safety.	MACOMs/USASC
	I-13. Exploit Fort Bragg's and other installations' "Safety Shows."	USASC/FORSCOM/ Fort Bragg
	Automation/Communication	
	I-14. Develop a master plan for automation of the ASMIS function throughout the Army that integrates ADP at the USASC, MACOM headquarters, and installation/division level.	USASC
	I-15. Establish capability to automate selected accident reports at installation level with electronic transfer to USASC.	USASC/MACOMs

	Key Actions	Action Agent
	I-16. Expand electronic mail system to all MACOMs to facilitate communication within safety community.	USASC
	I-17. Develop or strengthen internal MACOM safety and health network to resolve common challenges.	MACOMs
	I-18. Provide installation safety office automation capabilities to all principal safety offices.	MACOMs/USASC
	I-19. Complete development of an auto-forecast program that displays, via CRT, actual and forecast accidents on a monthly basis at MACOM level.	USASC
	I-20. Develop computerized programs, using commercially available software, to automate installation safety program management.	USASC
	I-21. Complete development of an automated system by which MACOMs and installations can track progress toward meeting SafeArmy 1990 goals.	USASC
	I-22. Provide automated radiation calculator and explosives quantity-distance calculator.	USASC
1988	• Develop a prototype POI for interactive video training applications.	TRADOC/USASC
	• Develop at least one additional accident prevention program based on innovative concepts.	MACOMs/USASC
	• Implement electronic reporting of selected accident reports.	USASC/MACOMs
	• Complete installation of computers in safety offices.	MACOMs
1989-91	• Sustain the Army Safety Advisory Board.	USASC
	• Expand electronic reporting to include all accidents.	USASC/MACOMs
	• Sustain centers of excellence program.	USASC
	• Sustain breakthrough and Safety Information Bank programs.	USASC/MACOMs
	• Continue program to reach field with innovative ideas.	USASC
	• Develop additional model programs.	USASC

Resource Conservation

A total Army which efficiently and effectively uses the resources made available.

Supporting Safety Goal

Accident losses in all major areas of activity are substantially reduced and a sustained improving trend is maintained in key areas.

Measures of Performance

1. A sustained downward trend in accidents has been maintained for 5 years in all major areas of accident experience and is reasonably expected to continue.

2. Annual reductions have been achieved in the following areas:
   - Aircraft Accidents - 5%
   - Ground Accidents - 3%
   - No-Lost-Time Civilian Injury Claims - 3%

3. Accident reporting integrity is high and numbers/rates are reliable performance indicators.

4. Accident cause factors are being effectively identified and managed.

	Key Actions	Action Agent
1987	**Policy and Guidance**	
	RC-1. Use existing or new analytical techniques to identify key organizational elements having problems contributing to goal achievement. Provide guidance and assistance.	USASC/MACOMs
	RC-2. Review the installation facilities system (IFS) management reports to provide commanders and users the reports they need to manage the installation safety program.	USACE
	RC-3. Develop a program to replace drownproofing.	TRADOC/USASC
	RC-4. Distribute and implement AR 600-55: Motor Vehicle Driver and Equipment Operator Selection, Training, Testing, and Licensing.	ACSIM/MACOMs
	RC-5. Initiate followup/evaluation of MACOM response to recommendations from accident investigation reports.	USASC
	RC-6. Review and upgrade DA Form 285 (accident report), and revise draft AR 385-40 and related documents.	USASC/MACOMs
	Compensation Claims Control	
	RC-7. Implement FECA action plan, including hot-spot visits.	USASC/MACOMs/ HQDA
	RC-8. Implement a formal compensation claims-controlling program.	MACOMs
	Driver Training	
	RC-9. Enforce seatbelt and helmet requirements.	MACOMs
	RC-10. Designate an HQDA proponent for driver training. Consider standardization of the Army driver training program. Require driver training to be conducted at no lower than battalion level. Conduct a test to determine the cost effectiveness of formal driver training in initial entry training.	Director, Army Staff/HQDA proponent
	RC-11. Develop and test a standardized Army-unique POV driver training program.	USASC/MACOMs
	RC-12. Continue testing of driver training simulator.	TRADOC/Fort Drum

Key Actions	Action Agent
Policy and Guidance	
RC-13. Validate improved driver training procedures and support materials developed to lower AMV and tracked vehicle accident rates.	TRADOC/MACOMs
RC-14. Implement FC 55-32 (Driver Selection Training and Supervision) in units.	TRADOC/MACOMs
RC-15. Distribute/implement AMV safety packet.	USASC/MACOMs
RC-16. Continue implementation of POV Accident Prevention Program (PAPP) actions.	USASC/MACOMs
Equipment	
RC-17. Publish a study on weapons-handling accidents.	USASC/MACOMs
RC-18. Publish a report of AMC-managed materiel property-damage producers and the top 10 injury-producers (AMC Safety Improvement Program, Phase II).	AMC
RC-19. Conduct special analysis of AH-64 accidents.	USASC/AMC/TRADOC
RC-20. Begin installing flight data recorders on Army aircraft.	AMC
RC-21. Conduct an analysis of combat vehicle accidents in FTXs.	USASC/FORSCOM/ USAREUR
RC-22. Conduct an analysis of tactical parachuting accidents.	USASC/TRADOC/ FORSCOM
RC-23. Conduct a field test of tachographs for AMVs.	FORSCOM/TRADOC
RC-24. Distribute and install M151 rollover/ restraint protection kits to field units.	AMC/MACOMs
RC-25. Conduct analysis to determine improvements in accident prevention resulting from the program to reduce M113 (FOV) hatch accidents.	AMC/USASC
RC-26. Continue development of the flight safety parts and aircraft service life surveillance program by integrating all aviation materiel deficiency and failure data reporting systems into a single centralized aviation materiel failure data system.	AMC/USASC

(continued on next page)

Resource Conservation

	Key Actions	Action Agent
	Prevention Programs	
	RC-27. Initiate a study of materials-handling accidents.	USASC/MACOMs
	RC-28. Test/validate the back injury prevention program.	OTSG/HSC/MACOMs
	RC-29. Continue implementation of Maintenance Accident Prevention Program (MAPP) actions.	USASC/MACOMs
	RC-30. Continue implementation of Recreation Accident Prevention Program (RAPP) actions.	USASC/MACOMs
1988	• Continue implementation of Maintenance Accident Prevention Program actions.	USASC/MACOMs
	• Implement Army-unique POV driver training program.	MACOMs/USASC
	• Implement weapons handling/pyrotechnic technical report findings.	USASC/MACOMs
	• Continue implementation of Recreation Accident Prevention Program actions.	USASC/MACOMs
	• Continue implementation of POV Accident Prevention Program actions.	USASC/MACOMs
	• Implement the back injury prevention program.	MACOMs/USASC/HSC
	• Update AMV and ACV safety packets.	USASC/AMC/ TRADOC/FORSCOM
	• Continue installation of flight data recorders.	AMC
1989-91	• Continue to implement and improve accident prevention programs to ensure that safety goals are met.	USASC/MACOMs
	• Expand the scope and application of driver training programs.	USASC/MACOMs
	• Expand direct support programs to organizations not achieving established goals.	USASC/MACOMs
	• Continue installation of flight data recorders.	AMC

*U.S. Government Printing Office:1987-732-146